

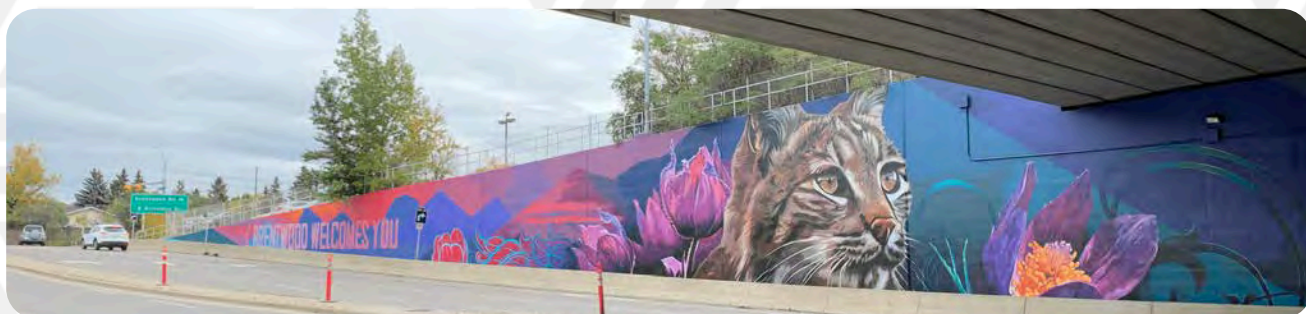


FEDERATION OF
CALGARY COMMUNITIES

ANNUAL IMPACT REPORT

January 1, 2024 to December 31, 2024





LAND ACKNOWLEDGEMENT

The Federation of Calgary Communities acknowledges Mohkínsstsisí [mohk-KIN-stiss] and the traditional Treaty 7 territory and oral practices of the Blackfoot Confederacy comprised of the Siksiká [six-ih-GAH], the Káínai [GUY-nah], and the Piikáni [bee-GAH-nee] First Nations; the Tsúut'ínà [soot-IN-uh] First Nation; and the Stoney Nakoda [nuh-KOH-duh] including the Chiniki [CHIN-ih-kee], Bearspaw [BEARS paw], and Goodstoney First Nations. We acknowledge that this territory is also home to the Métis Nation of Alberta, Districts 5 and 6, within the historical Northwest Métis homeland.

We have respect for and deep gratitude to Indigenous peoples whose traditional territories we are honoured to operate within.

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WELCOME

Dear Members,

As we close out another year, I'm filled with gratitude and pride for all we've accomplished together. Our community has once again shown remarkable resilience and dedication. Thanks to the passion and commitment of our members, volunteers, partners, and staff, we've continued to make a meaningful impact across Calgary.

In 2024, we strengthened our support for local organizations through audits, workshops, coaching, and resources—empowering members to improve financial management, enhance board governance, and build sustainable operations. These efforts have deepened grassroots leadership and reinforced the foundation of vibrant, thriving communities.

We're proud to have maintained a balanced budget, upheld strong board governance, and launched a new strategic plan that will guide us through 2029. We also expanded collaboration with The City of Calgary, helping us reach more organizations and better respond to evolving community needs.

Throughout the year, we witnessed the power of investing in community capacity. Individuals and organizations grew in confidence, gained critical skills, and made stronger, more informed decisions. Civic engagement also continued to rise, with more residents contributing to the future of their neighbourhoods through urban planning initiatives.

Looking ahead, we're excited to build on this momentum. In 2025, we will introduce audit reforms with added financial literacy support, launch an online member forum, and grow our placemaking efforts as we prepare to celebrate our 65th anniversary in 2026. These initiatives reflect our continued commitment to building a resilient, connected, and empowered Calgary.

On behalf of the board of directors, thank you for your ongoing trust and support. I look forward to another year of collaboration, innovation, and shared success.

Sincerely,

Tina Kakkar

Tina Kakkar

President



Dear Members,

As we wrap up another remarkable year, my staff and I want to thank you—our members—for the energy, insight, and commitment you bring to building vibrant, connected, and resilient communities across Calgary. Your leadership, participation, and feedback are at the heart of everything we do, and together, we've achieved a lot in 2024. This annual report serves as a snapshot of our collective impact.

Working with the board, we launched a new strategic plan for 2025–2029—shaped by your voices—to guide us in creating even more value, support, and advocacy for community associations.

We're proud of these results, but even more so, we're proud to serve you. Thank you for your trust, your leadership, and your willingness to show up for your community. Your work inspires everything we do.

We can't wait to keep learning, building, and celebrating with you in 2025.

Cheers,



Leslie Evans

Executive Director



We are the **FEDERATION**

We support over 260 small volunteer-run community organizations, including 156 community associations. Every day, these organizations positively impact Calgarians and shape our city.

Since our inception in 1961, we have grown as a non-profit but remain dedicated to serving small community-based organizations and the 20,000+ community volunteers who make them great.

Our programs target volunteers serving as directors or committee members on non-profit boards, catering to the diverse demographics and needs of these individuals and their groups.

We celebrate, champion and empower community leaders and volunteers by providing the education, tools, and professional services they need to continue making Calgary a great place to live, work, and play.

The Federation builds strong community associations and organizations through education, support, and consulting services. They teach CAs how to help themselves.

Satisfaction Survey 2024

OUR VISION

At the Federation, we are focused on cultivating a network of nonprofit organizations that are able to thrive, collaborate, and make an impact on their communities.

OUR MISSION

We build the capacity of volunteer-run organizations delivering resources, workshops and professional services. Through our work, people gain the skills to guide their organizations with confidence and clarity.



STRATEGIC PRIORITIES

OBJECTIVE 1:

Enhanced value to our members and communities.

- Goal 1.1: Champion small-NPO issues and amplify community voices in municipal planning.
- Goal 1.2: Enhance the Federation's role as a trusted source of support for members and communities.
- Goal 1.3: Increase member engagement and feedback mechanisms.
- Goal 1.4: Share and model EDIB (Equity, Diversity, Inclusion and Belonging) best practices as we learn and adopt them.



OBJECTIVE 2:

Evolved workplace culture and organizational processes.

- Goal 2.1: Make the Federation a workplace of choice, particularly for individuals starting or growing their careers.
- Goal 2.2: Optimize the utilization of technology.
- Goal 2.3: Enhance the Federation's capacity as a learning organization.
- Goal 2.4: Minimize leadership risks to ensure continuity and stability in key leadership functions.
- Goal 2.5: Improve and sustain the efficiency and management of the audit program.



OBJECTIVE #3:

Diversified resource base.

- Goal 3.1: Deepen and expand funding partnerships.
- Goal 3.2: Broaden the Federation's resource base, especially revenue generation.
- Goal 3.3: Strengthen the Federation's brand and visibility.



We BUILD CAPACITY

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Everything we do is about helping our members build their organizational capacity to achieve their specific missions and serve their communities. From our workshops, one-on-one support calls, urban planning services, grant programming and our financial audit program, we help our members build skills in non-profit governance, financial literacy, community engagement, volunteer recruitment, urban planning participation and so much more. We are proud of the work that we do to support grassroots non-profit organizations in our city.



Grassroots non-profits have a unique ability to mobilize, support and interact with their communities, allowing them to effectively address local needs. Because they are embedded within the fabric of the communities they serve, these organizations have an unparalleled understanding of the community's evolving needs and can respond with agility and cultural sensitivity. As we've witnessed time and again, community associations and other grassroots organizations are often the first to respond to the changing needs of their communities, effectively addressing isolation, providing essential supplies, and demonstrating remarkable community resilience in the face of adversity. This inherent ability to adapt and respond makes grassroots non-profits indispensable in fostering strong, connected, and thriving communities.



The [Federation is] a compass for community associations. Their responsiveness, accessibility, and guidance are instrumental for improvements in a community.

Satisfaction Survey 2024

In fact, **76% of Calgarians** have a strong or moderate sense of belonging to their community ^[1] compared to the national average (**46%**). ^[2] This is due, at least in part, to the incredible work of our community associations.

Community associations are vital to the well-being of our city, and rely on the Federation for essential support. Many community associations struggle with core operational issues: **59%** report difficulty in recruiting volunteers,^[3] and **49%** face capacity issues.^[4] On top of that, these organizations raise **100%** of their operational budgets without municipal funding; they rely on grants and community support, which means they are pinching every dime to make ends meet. Despite these challenges, being a Federation member provides them with critical support. Members report a **47% increase** in their organization's effectiveness, a **40% increase** in their ability to meet organizational needs, and a **33% increase** in confidence in their capacity to do so.^[5] The Federation's support is not just beneficial, but an essential support organization that helps our members overcome their challenges and enhance their ability to serve our communities.



A phenomenal source for information and support for both new and existing board members.

Satisfaction Survey 2024

Incredible resource workshops, networking, expertise, opportunities, etc. I feel very grateful to live in Calgary and have access to Federation programming!

Satisfaction Survey 2024



The Federation builds strong community associations and organizations through education, support, and consulting services. They teach CAs how to help themselves.

Satisfaction Survey 2024



[1] Calgary Foundation Quality of Life Report 2024

[2] Statistics Canada, Sense of Belonging to local community, 2024-08-21

[3] City of Calgary, 2023 OHAT Service Measures Report

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[4] City of Calgary, 2023 OHAT Service Measures Report

[5] Federation of Calgary Communities, Satisfaction Survey 2024

We **SHARE KNOWLEDGE**³⁸

Sharing Knowledge Helps Our Members Thrive!

We empower our members with the skills they need to make a real difference. Through our workshops and personalized support, we help volunteers gain confidence in important areas of non-profit governance, financial literacy, community engagement and urban planning.

More People Learning with Us!

In 2024, it was fantastic to see so many people eager to learn! We held **53 workshops** that brought together **1,042 participants**. That's a big jump – **over 42% more people** joined our workshops compared to the year before! Sharing knowledge is at the heart of everything we do here at the Federation.

Additionally, 2024 hosted our very first Placemaking Workshop! Sponsored by the Canada Healthy Community Initiative, ActivateYYC inspired innovative placemaking projects and shared inspiring stories from past project leaders at Contemporary Calgary.



Meeting the Needs of New Leaders

We know that non-profit boards often see new faces, so our key workshops continue to be really popular. Topics like "Board Basics," "Demystifying Financial Statements," "Bylaws, Policies & Procedures," and "Community Engagement" are always in demand as new board members get settled. It's great to see we're helping them feel prepared and ready to lead.

Volunteering for a board is daunting when you don't know what you're doing—the Federation workshops help bridge that gap!

Satisfaction Survey 2024

Our Workshops Make a Real Difference

We're thrilled to see that our workshops are truly helping! Our 2024 survey showed that people who attended our workshops felt their **knowledge on the topic increased by 44%**. That's a significant boost in confidence and skills!

I think my favourite workshop that has had the most impact on me and my position is the Membership workshop. Thank you.

Satisfaction Survey 2024



Beyond the Workshops: We're Here to Help!

Our support doesn't stop at workshops. Last year, we also responded to **1,053 requests for support** from our members. We're always ready to lend a hand and share our expertise in whatever way our members need it.

Our new Community Grant Implementor role doubled our capacity to support our members, and other non-profit organizations navigate the complex process of grant writing. From helping applicants refine their ideas to walking them through how to write a grant proposal budget, we are helping our members learn to navigate project implementation, permitting applications, and grant accounting processes.



I would not have taken on this project without the guidance and framework of Activate YYC. I did not know how to navigate The City's needs and wants, and we did not have the funding to create this type of community-based art project.

*Zoey G.,
Calgary Girls Charter School Art Teacher*

We GROW NETWORKS

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We bring together a thriving network of non-profit organizations and volunteers. We're here to foster supportive relationships where everyone can thrive and make a real difference in their organizations and communities.

Not only do we bring people together through our workshops and our Peer-to-Peer newsletters, we also hosted three dedicated networking events last year, a fantastic **391 people** joined in to connect and share ideas.

We absolutely love hosting Jane's Walk Calgary! This annual walking festival gets everyone out exploring their neighbourhoods, sharing stories, connecting with each other and discovering hidden gems right in their own backyard. Last year was a blast with **1,502 people joining 50 walks** in neighbourhoods across Calgary (that's up from 1,163 people in 2023!). Since we took the reins in 2023, we've now hosted a total of 100 walks, and connected with 2,667 Calgarians.

Recognizing the significance of local connections, we also actively participate in awareness campaigns throughout the year, including March Community Association Awareness Month and Neighbour Day, which are intended to encourage neighbourliness and engagement with community associations. Just as we strive to connect non-profits and volunteers, strong neighborly ties and active community associations create a more vibrant and supportive local environment right here in Calgary.



The Federation acts as a network and backbone for grassroots organizations, empowering volunteers and board members to create positive changes in their neighborhoods."

Satisfaction Survey 2024



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Citizens + Students, 2024



Parking Day 2024



Shagganappi Neighbour Day, 2024



Partners in Planning, 2024



BUMP, Jane's Walk 2024



Marda Loop Neighbour Day, 2024



Energizing Spaces, Bowness 2024



Music Mile, Janes Walk 2024



SECA Chairs, ActivateYYC 2024



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Connaught Street, ActivateYYC 2024



Meet the Funders, 2024



NHCA 2024 Craft Market, Action Grants 2023

We Support **COMMUNITY PLANNING**

With Rezoning for Housing and the development of the Calgary Plan, 2024 had significant impact on urban planning policy and procedures in our city. We hosted **18 urban planning workshops**, with **431 Calgarians** taking advantage of our workshops compared to 187 in the previous year.

The Federation's Urban Planning [department] provides great value to our community association by presenting alternative views on planning matters and offering specific technical support.

Satisfaction Survey 2024

PARTNERS IN PLANNING

Partners in Planning (PIP) empowers Calgarians to become active participants in Calgary's urban planning. This year, **53% more participants** attended our Partners in Planning workshops.



The ability to see the diversity of development and the variety of impacts to residents was a WOW moment (for PIP). The development walk was a great opportunity to see the types of issues to keep in mind when providing feedback about the development process.

Satisfaction Survey 2024

REZONING FOR HOUSING PUBLIC HEARING

Engagement with the public began in January 2024, and Rezoning for Housing was passed by Council after a record-breaking 15-day public hearing. We became heavily involved in this work to ensure that community associations and members had the opportunity to share their voice. Leslie Evans, our executive director, presented at Public Hearing to advocate for better quality engagement and transparency for our members and all Calgarians.



"Effective planning necessitates inclusive dialogue and transparent processes. Residents' expertise in their communities should be valued, not overlooked."

Leslie Evans, Public Hearing



You listened, you really listened to many of us! And not only that, you responded to our concerns instead of brushing them aside or telling us to go write it down on a sticky note. I just read your incredibly thorough and detailed letter – wow!

You have captured everything that has been said over months and months in a way that The City has not even begun to acknowledge. [...]

I wish to thank you very much for truly reflecting "What We Heard" from the [Federation]

Melanie S., Brentwood Community Association

UNIVERSITY OF CALGARY PARTNERSHIPS

Citizens + Students 2024-2025 project collaborated with the Falconridge/Castleridge Community Association. Master of Planning students from the University of Calgary (SAPL) developed community design findings and solutions addressing pedestrian safety, walkability, and open space animation.



Along with the City of Calgary, we helped connect Undergraduate Urban Studies Students with community associations such as Brentwood, Scenic Acres, Highland Park and Killarney-Glenarry Community Associations to collaborate on their research-based capstone projects. These projects examined the interactions, communications, processes and functions of community associations and their engagement with The City of Calgary, the development industry and the public.







We ⁴⁵FUND PROJECTS

We proudly run four successful grant programs, including Energizing Spaces powered by ENMAX, ActivateYYC, Lloyd Sadd Action Grants, and our latest initiative, ClimateReadyYYC.

We launched ClimateReadyYYC in October 2024, and have seen a high level of interest and engagement from our members and other community residents. With over **50 applications** already, we are amazed by the enthusiasm for climate adaptation projects throughout our city, and we're excited to award \$50,000 in 2025.

We have consistently been impressed by the community's ingenuity and creative spirit. From starting a community podcast to hosting a winter carnival, we received **85 applications** for the Lloyd Sadd Action Grants, and celebrated with **over 120 community members** at our Lloyd Sadd Action Grant Awards Night. Furthermore, ActivateYYC continues to foster cheap and cheerful placemaking initiatives across Calgary. In 2024, we were able to **fund 24 projects** and empower communities to **engage over 590 volunteers!** Given the significant interest and excitement surrounding placemaking, we are thrilled to continue developing a placemaking social enterprise that we believe will shape the future of community spaces in Calgary.

Since launching Energizing Spaces powered by ENMAX back in 2015, our grant programming has grown significantly. Energizing Spaces powered by ENMAX continues to achieve remarkable success in empowering our members to enhance the energy efficiency of their community hubs by replacing old, inefficient appliances and outdoor lighting. What began as a modest initiative has now served **142 organizations** and has collectively **invested over \$780,000 into vital community spaces** since its launch.

Our grant programs continue to fund and support grassroots community initiatives.

\$209,945

**distributed grants
in 2024**

53

**communities
impacted in 2024**

In November 2024, ActivateYYC was honoured with a Mayor's Urban Design Award (MUDA) in the 'Community Initiatives' category. This award recognized the program's commitment to community engagement and its transformative ability to drive positive change through grassroots initiatives.



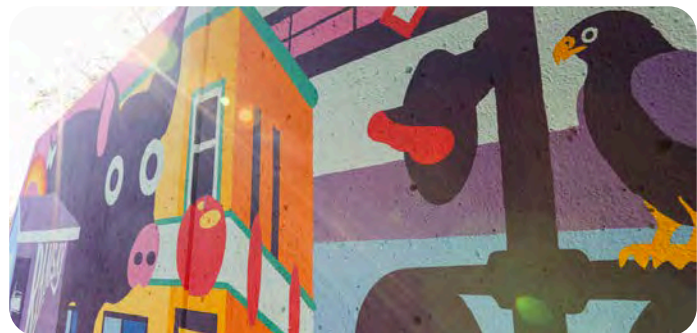
ActivateYYC revived an important and exciting event in our city that allowed students, designers, and citizens to envision the future of the public spaces in our city. This event was supported by the city of Calgary and the Kensington BIA, and saw 12 amazing installations over the 3-day festival.



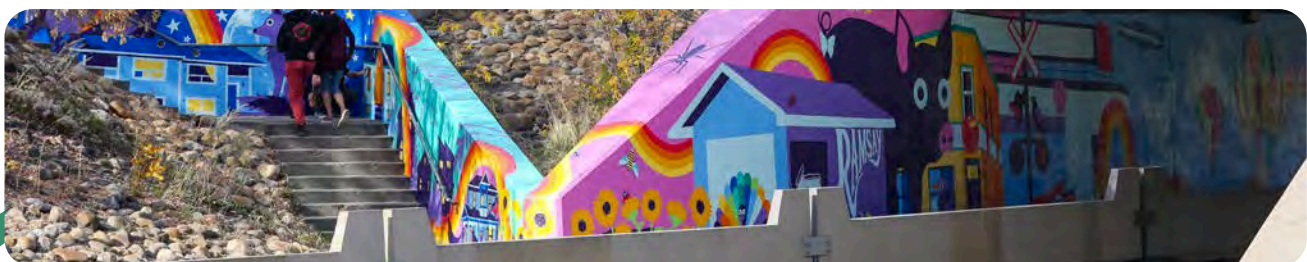
Keep doing what you're doing, ActivateYYC! You ended up being so much more than a funder for us – there were many, intangible added benefits to working with ActivateYYC, and we feel like it was a rewarding process. [...] We love that you want to break down barriers and make joyful projects like ours easier in the future.

Ramsay Community Association Underpass Team

The Ramsay Community Association's Underpass Team navigated a series of challenges throughout this two-and-a-half-year project, ranging from permitting challenges to emergency water pipe repairs. While ActivateYYC was only one small funder out of many, our ActivateYYC team stepped up to support this underpass mural project.



From recommending an exceptional volunteer coordinator to connecting Ramsay's volunteers with the right people at The City, and even rolling up their sleeves to volunteer for the project themselves, our team went above and beyond the traditional role of a funder to help bring this fantastic mural to life.



ENERGIZING SPACES Powered by ENMAX

Triwood Community Association was the first indoor rink to upgrade its rink lighting through Energizing Spaces powered by ENMAX. Their old lights were dimming, literally! Burnt out bulbs and mismatched replacements created uneven lighting, making it hard to see both on and off the ice.

With over 50,000 users each year, Triwood's indoor rink really needed a lighting upgrade!



The new lights are so much brighter. We've even heard jokes about needing sunglasses under helmets.

Chad, Triwood Executive Director

The dishwasher at Scenic Acres Community Association fell short of Alberta Health standards. Consequently, Alberta Health Services directed them to exclusively use single-use disposable dishware and utensils. Given their extensive programming, most of which involves food, Scenic Acres worried about their environmental impact. Through Energizing Spaces, Scenic Acres not only reduced energy usage but also eliminating their need for single-use dishware.

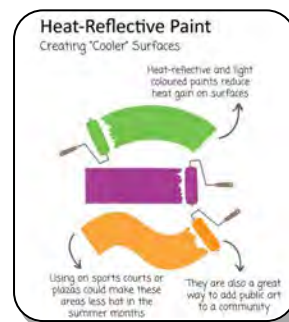
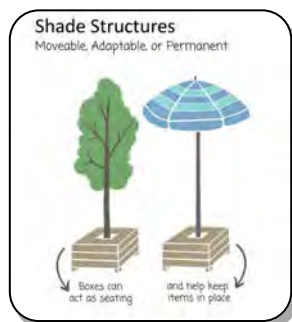
The new dishwasher and freezer have expanded the types of events and services we can offer at our community association by allowing people to share more foods and cultural dishes. Food served at events is an incredibly important aspect of building community and we are grateful to Enmax Energizing Spaces for making this possible!

David L., Scenic Acres CA



CLIMATE READY YYC

We designed ClimateReadyYYC to be accessible to all Calgarians. We streamlined our application process, actively supported applicants in the developing their ideas and helped them navigate the grant writing process. To further inspire innovative projects, we also developed a comprehensive climate adaptation toolkit. We are excited to review the applications and distribute the grants in 2025.



EXPLORING COMMUNITIES GRANT

Funded in 2023 through Exploring Communities, a partnership between the Federation and the University of Calgary, Acadia's Fence Pixel Project implemented its traffic-calming art installation in the summer of 2024, bringing a vibrant splash of color and a stronger sense of community to the area.



We are incredibly grateful for this opportunity to contribute to our community and are inspired to explore even more ideas that strengthen our community spirit. The Fence Pixel Project has brought new energy to our community.

Ashely C., Acadia Community Association Secretary

LLOYD SADD ACTION GRANTS

The Brentwood Community Association's Lloyd Sadd Action Grant is supporting local musicians and their Little Food Library this Summer. Partnering with Calgary House Concerts, they'll host two concerts to raise donations for their Little Food Library, making their grant dollars (and community impact) go even further.



It's a community-building event designed to uplift and engage our youth, bring neighbours together, and support our Little Food Library through a family-friendly concert experience."

Shiney, Brentwood Community Association



We Support **FINANCIAL LITERACY**

Our specialized non-profit financial audit program goes beyond compliance. We aim to empower volunteer treasurers and bookkeepers by serving as a valuable resource for their financial inquiries. In fact, our Audit Satisfaction Survey revealed that **58%** of responding clients reported an increased understanding of financial statements through our audit process. Furthermore, **49%** of clients indicated greater confidence in their organization's financial statements after utilizing the Federation's Financial Services. In 2024, we successfully **completed 132 financial audits**.

We had more questions last year (in 2023), but this year, everything was well established.

Audit Satisfaction Survey

We are dedicated to equipping non-profits with the financial tools and resources they need. Our efforts are clearly making a difference, as **48%** of respondents reported improved access to financial resources. Furthermore, our educational initiatives are demonstrably increasing financial literacy. Workshop attendees reported a **56% increase in financial knowledge**. Overall, **54%** of those accessing our services reported an increased understanding of how to read and analyze financial statements.

Really enjoyed the workshop of helpful information. Looking forward to any knowledge I can get to improve my bookkeeping for my community association.

Audit Satisfaction Survey

49% increase in respondents confidence to read their organization's financial statements

132

Financial Audits Completed in 2024

54% increase in knowledge of reading & analyzing financial statements because of Federation support



FINANCIAL STATEMENTS ⁵⁰

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Statement of Financial Position

As at December 31, 2024

	2024	2023
Assets		
Current		
Unrestricted cash	\$ 425,914	\$ 630,419
Restricted assets (Note 3)	253,838	196,822
Accounts receivable	355,810	146,601
Work in progress (Note 4)	111,574	141,332
Prepaid expenses	68,382	38,121
	<u>1,215,518</u>	<u>1,153,295</u>
Property and equipment (Note 5)	19,816	33,760
	<u>\$ 1,235,334</u>	<u>\$ 1,187,055</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 22,090	\$ 51,844
Audit retainer (Note 4)	221,328	150,336
Goods and services tax payable	20,780	17,584
Unearned revenue	-	38,076
Funds held in trust (Note 6)	92,527	88,752
Current portion of lease inducement (Note 9)	-	10,994
Deferred contributions related to operations (Note 7)	161,311	108,070
	<u>518,036</u>	<u>465,656</u>
Deferred contributions related to property and equipment (Note 8)	-	10,614
	<u>518,036</u>	<u>476,270</u>
Net Assets		
Invested in property and equipment	19,816	23,147
Unrestricted	697,482	687,638
	<u>717,298</u>	<u>710,785</u>
	<u>\$ 1,235,334</u>	<u>\$ 1,187,055</u>

Commitments (Note 10)

On behalf of the Board

Tina Kakkar

Tina Kakkar (May 27, 2023 to 2024)

Director

[Signature]

[Signature] (May 27, 2023 to 2024)

Director

THE FEDERATION OF CALGARY COMMUNITIES SOCIETY

Statement of Operations

For the Year Ended December 31, 2024

	2024	2023
Revenue		
Service and fees	\$ 1,212,377	\$ 1,159,982
Grants	549,448	503,140
Casino (<i>Note 7</i>)	30,000	30,000
Memberships	65,475	64,458
Fees for contracted services	87,380	59,733
Donations and sponsorships	46,524	40,541
Interest	43,118	39,698
Office and miscellaneous (Schedule 1)	3,129	1,721
	<u>2,037,451</u>	<u>1,899,273</u>
Expenses		
Salaries and benefits	1,723,798	1,557,592
Occupancy	80,571	97,692
Office and administration (Schedule 2)	68,021	71,318
Equipment lease	7,609	10,571
Professional fees	43,770	12,802
Education and training	7,914	4,397
Memberships and audit insurance	14,224	17,338
Website and technology support	9,416	5,102
Convening and group meeting	6,425	7,716
Community resource and promotion	9,418	1,560
Volunteer recognition	1,074	3,205
Library	860	189
CSRF Grant Expenses	35,497	30,600
	<u>2,008,597</u>	<u>1,820,082</u>
Excess of revenue over expenses before amortization	<u>28,854</u>	<u>79,191</u>
Amortization of deferred contributions related to property and equipment (<i>Note 8</i>)	(10,614)	(13,861)
Amortization expense	<u>32,955</u>	<u>33,563</u>
	<u>22,341</u>	<u>19,702</u>
Excess of revenue over expenses for the year	<u>\$ 6,513</u>	<u>\$ 59,489</u>

Our *SPONSORS*

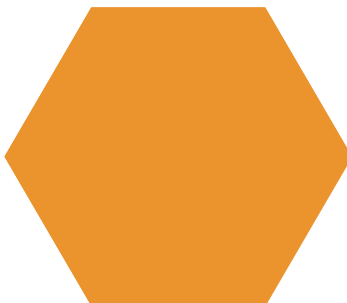
52



Our *TEAM*

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As of December 2024



BOARD OF DIRECTORS

Tina Kakkar, President

Elaina Eifler, Vice President

Agnes Szaflarski, Treasurer

Craig Loewen, Secretary

Doreen Herdman, Director

Austin Muir, Director

John Mckinley, Director

Nina Rehill, Director

Paul Mercer, Director

Asif Rashid, Director

Kevin Matieshin, Director

Jordan Furness, Director

Roopa Khanna, Director

Colin Becker, Director

STAFF

Leslie Evans, Executive Director

Lori Winder, Administration Assistant

Kayleigh Kernaghan, IT & Data Management Specialist

Phyllis Yeung, Bookkeeper

Paul Meunier, Director of Education

Mia Leung, Urban Planner

Afrah Rayes, Urban Planner

Adam Schwartz, Community Activator

Francis Kahihu, Organizational Development Analyst

Danielle Hillje, Communications Generalist

Pooja Shrestha, Community Grant Implementor

Lovely Cano, Data & Program Technician

Heidi Brauer, Auditor

Nancy Murdoch, Auditor

Michael Ihekuna, Auditor (on leave)

Anthony Chiu, Auditor

Joobin Tahouri, Auditor

Fateha Muzaffar, Audit Technician

Azra Qureshi, File Coordinator & Audit Technician

Sophia Wu, Intermediate Audit Technician

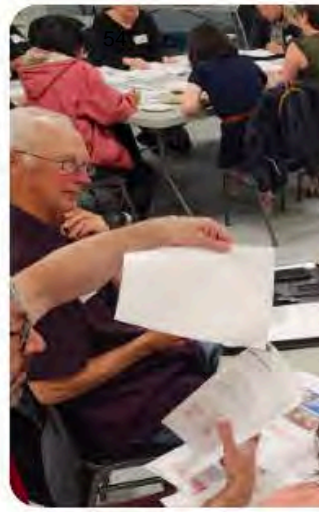
Hanna Zarubina, Audit Technician (on leave)

Harjot Singh Atwal, Audit Technician

Viktoria Shabanova, Audit Technician

Mariama Djelo Sow, Audit Technician

Kelen Peng, Audit Technician



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